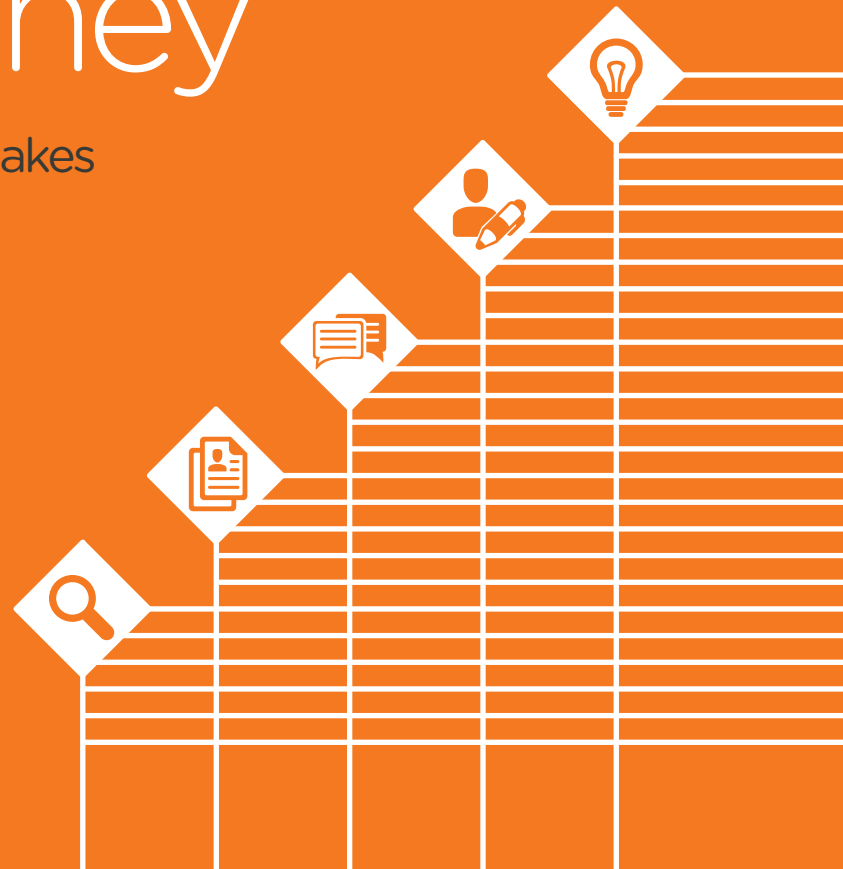

The New Hiring Journey

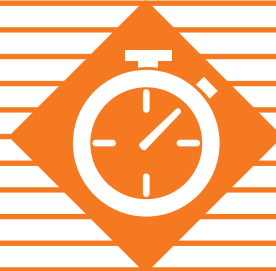
How strategic reference checking makes your hiring process predictive.



SKILLSURV_Y

It's a pretty exciting time to be in talent acquisition right now. Why? Because the best talent acquisition professionals have transformed themselves into strategic partners able to drive business outcomes and help their organization succeed.

The transformation is happening all around us. And it will require us to change our thinking about many of the patterns and processes we take for granted.



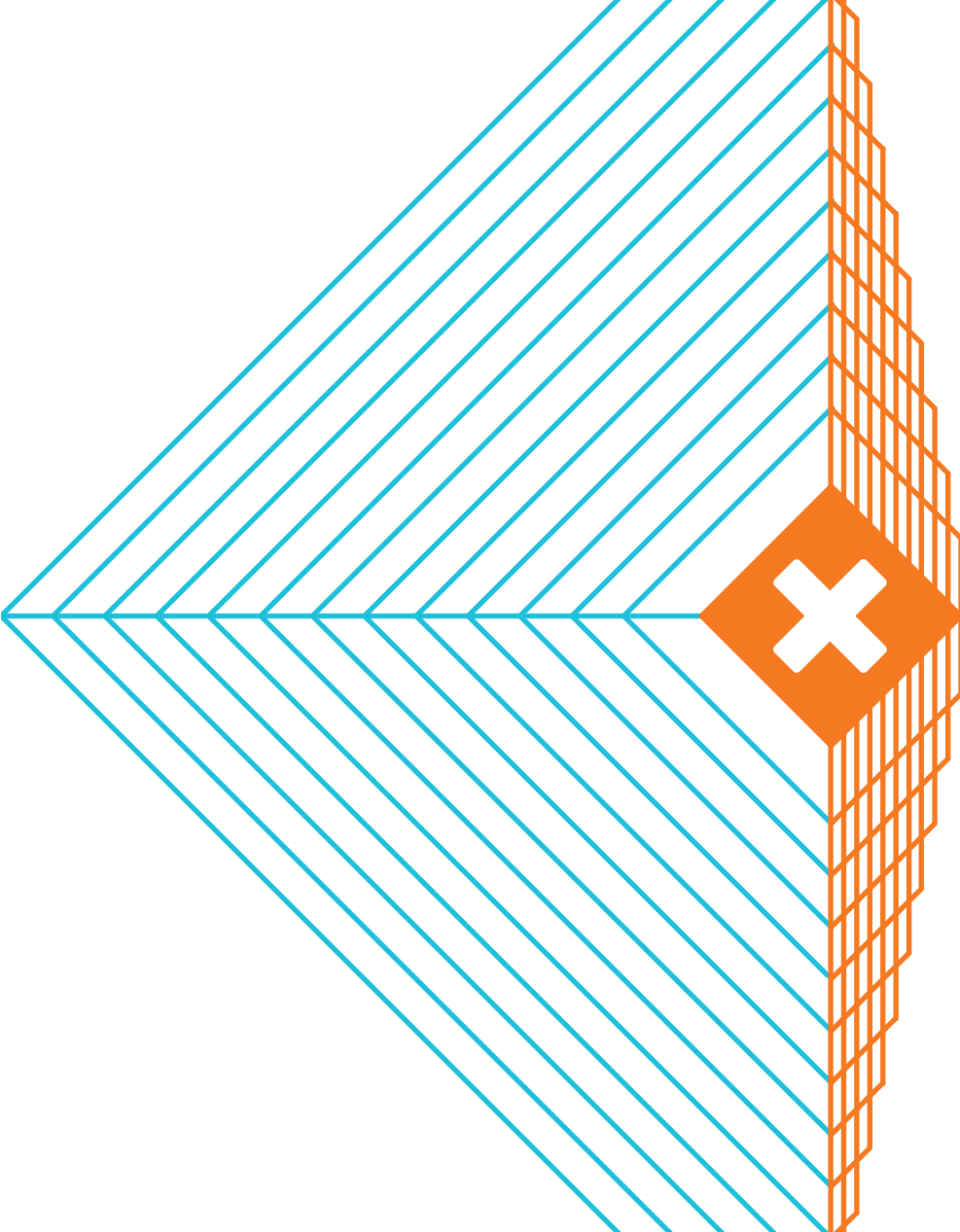
Finding good candidates for every position can be a challenge.

80% of companies surveyed by the analyst group Aberdeen identified a labor market shortage on critical skills as the top hurdle to great hires. Overcome that hurdle, and your company wins big.¹

Your next hire could energize your teams and empower the company.

1ST






Or they could waste your money, damage morale and slow everyone down.

You've seen the statistics on how much selecting the wrong candidate for your company can cost. But there are other, equally severe, costs.

When an employee isn't pulling their weight, that usually means another strong employee is working harder to pick up the slack. Selecting the wrong employee can cripple morale as other employees lose faith in the company's ability to get things done. And selecting an employee who does something wrong — or even illegal — can irrevocably damage your company's reputation.



But if you're like most companies, you don't know whether your next hire is going to be a hit or a miss.

Because the data disadvantage at the start of your hiring journey turns the rest of your process into a guessing game.

According to recent studies, as much as 80% of employee turnover is due to hiring the wrong person in the first place. And almost half (46%) of new hires leave after 19 months.²

There's something broken about how we're hiring talent.

² Leadership IQ survey of 20,000 new hires; <http://www.leadershipiq.com/blogs/leadershipiq/35354241-why-new-hires-fail-emotional-intelligence-vs-skills>

An orange diamond shape is centered on a white background. A thin orange horizontal line passes through the diamond, extending across the entire width of the image. The text "Think about it." is written in white inside the diamond.

Think
about it.

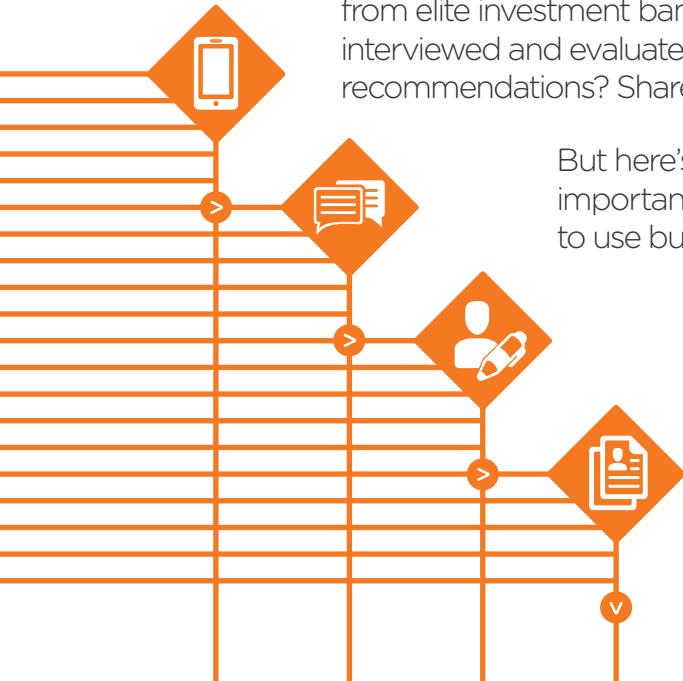
Every step through your journey is tainted by a lack of reliable information.

From the moment you pick up a candidate's resume, you start on a guided tour of their future potential.

In fact, today's hiring process almost guarantees that you're working from a deficit of good data. And in the absence of data, the only option you have is gut instinct. In a recent survey of 500 hiring managers, 74% reported that their most recent hire "had a personality similar to mine." And a study of 158 organizations demonstrated that 2/3 of hiring is done without any significant assessment at all.³

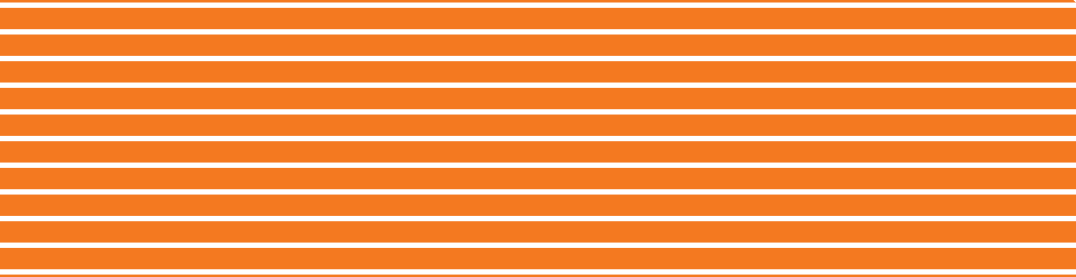
In another study, a sociologist at Northwestern University interviewed professionals from elite investment banks, consultancies, and law firms about how they recruited, interviewed and evaluated candidates. The most important factors driving their hiring recommendations? Shared leisure interests.

But here's the thing...as crazy as that sounds, this study came to an important conclusion. Without real data, hiring managers have nothing to use but their own experiences as a model for behavior.



³ Bersin & Associates High Impact Talent Acquisition Study, Fall 2012> <http://www.hrotoday.com/news/talent-acquisition/the-power-to-predict/>

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Step 1:
The Phone
Interview



You've slogged through a stack of resumes and selected a few candidates for a phone screening.

What you're really looking for:
An indication that this person might be your next superstar.



Phone interviews are tricky at best. Often, all the information a candidate gives you in the first phone interview is naturally skewed towards what they think you're looking for.

What you find:
Candidates who are good at answering preliminary screening questions.

The bias begins.

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Step 2:
The Real
Interview

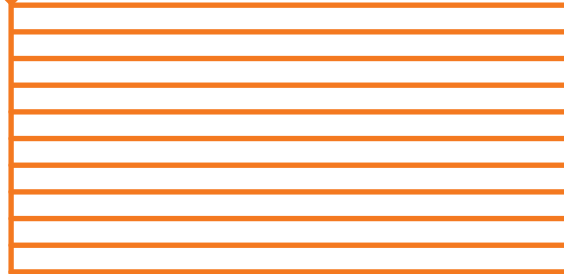


Typically, at this stage your hiring manager still doesn't have a good sense of the candidate's specific strengths and weaknesses. That makes asking questions that surface the information you need to know even harder. Especially when candidates are savvier than ever about what you're going to ask.

So the self-reporting bias continues unchecked in the interview process.

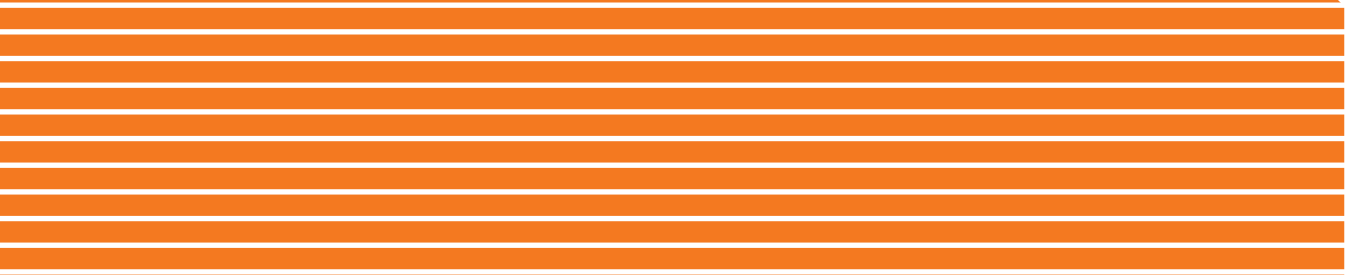
The candidate's coworkers aren't present to contradict any assertion they make about being a team-player or how they contribute to projects. And here's an interesting tidbit, studies have concluded that the more extroverted among us tend to tell more untruths. That means that the person who is seemingly acing the interview could really just be a great storyteller.⁴

⁴ <https://www.psychologytoday.com/blog/living-single/201109/who-lies>



Here's what's true:
if you knew more
about your candidate,
you could ask more
relevant questions.

—
Step 3:
The Assessment



Personality and other self-assessments have seemed like your best chance to objectively define what makes your candidates different from one another.

But you know (just as well as they do) that personality tests are essentially a self-evaluation. Fact or fiction, it is from their perspective only.

In fact, there are a number of good reasons to think twice before just relying on a personality test. If personality tests are more general and do not assess the specific behavioral competencies that are required to do the job, then they may have little correlation with future job performance.

Coaching for personality tests is rampant. In fact, a quick internet search on 'how to beat personality tests' will turn up a lot of advice on how to fake these tests. One study found faked answers for one quarter to one half of the applicants.⁵ Those are not great numbers.

Use a badly vetted test, or use a good test incorrectly, and you could be in violation of Title VII. As a testing instruction, personality tests have proven again and again to exhibit adverse impact on minorities. So if you're going to use them, make sure your vendor is reputable. Personality tests, as much as we like think that they are objective, essentially capture self-reported information.

5 R. L. Griffith, et al, Do Applicants Fake? An Examination of the Frequency of Applicant Faking Behavior, 36 Personnel Review, 341 (2007)



What's the
takeaway?

Now the
self-reporting
bias is locked
into data.

—
Step 4:
The Reference
Check



At this late stage,
something interesting
happens.



For the first time, you get a chance to hear from the people who actually worked with the candidate in the past—the people who know the candidate best. But, in the typical hiring journey we've been talking about, this powerful tool that can provide you the data and insight you need to understand future performance is, sadly, thrown away.



Too few references are consulted – and they are either afraid to be candid or they are prevented by their company to provide a reference.

References aren't asked questions that are predictive of job performance. Plus, the process is notoriously SLOW, hampering your ability to make an offer quickly.



No wonder a Google search on “reference checking” brings back the result of “a waste of time” again and again.

And all too often something else happens.

Reference checks get confused with background checks.

Which are great for confirming employment.
Or telling you who NOT to hire.



But when it comes to making a decision
between two competent candidates?

That's not very helpful.



Which is why you haven't been taking reference checking seriously at all.

You've been treating this step like a boring footnote at the end of your process.



But here's the kicker
— and you'd better
strap in — because
this new approach
is going to transform
your hiring process...

When you do them right, reference checks can provide the single best indicator of your candidate's future potential.

They actually give you more insight into your next hire than any of the other steps in your hiring journey.



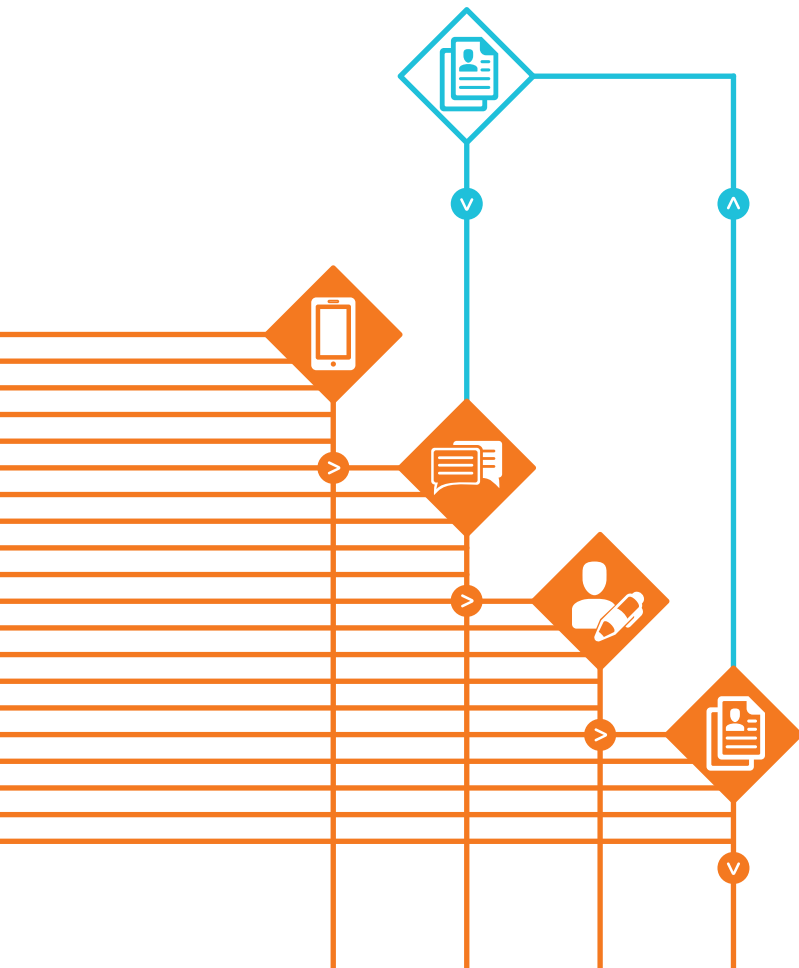
The key to finding the right people is asking the right questions — questions that are really predictive of job performance and of cultural fit — and asking those questions to a candidate’s colleagues and managers to get that outside view which is so much more valuable.

And reference checking that combines behavioral science with personal feedback from a candidate’s colleagues and managers can transform your hiring process.





Think
about this:

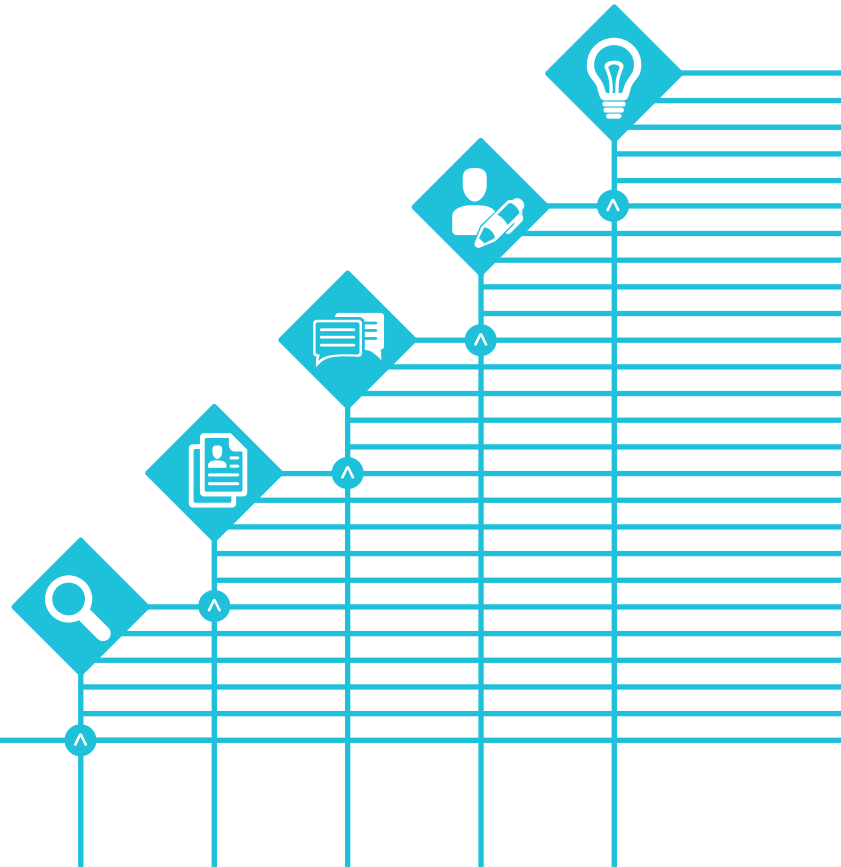


What if the hiring journey started with job-specific information collected confidentially from the candidate's past colleagues and managers before you brought them in to interview?

What if you were presented with the data that lets you know how a candidate has performed in the past?

What if transforming the hiring journey actually let you be more strategic across every stage of that journey - from better screening to more informed and engaged interviews to more enlightened hiring?

Then a different
kind of journey
begins...



—
Step 1:
Candidate
Screening



You've done your homework. You've narrowed the field of candidates to your top picks, and you start off with your phone screen to see if there is mutual interest.

If there is; explain the next step in your hiring process is a job-specific, scientifically created survey for your candidate's references. And your candidate will get to select who participates.



Your new, reliable and
data driven hiring journey
has just begun.

—
Step 2:
A New Kind of
Reference Check



This is a twist to the hiring journey that puts reference checking front and center. But not the kind of reference checking you might be familiar with. In the new hiring journey, this step now provides you with an unprecedented level of data and insight about the candidate's soft skills and past performance. The skills that typically impact success or failure. You'll gain access to:

- Relevant candidate information: because the questions being asked align with the skills and behaviors that matter for that job
- Reliable reference feedback: because the references selected by your candidate are now able to remain confidential, increasing the likelihood of objectivity and reliability
- Scalable processes: with a fully automated process you can get feedback on more job candidates from more references and do it far more rapidly than via phone-based reference checking
- Efficiency: a typical survey takes references only 10 minutes to complete, which helps to encourage more responses
- Data-driven reports: detailed summaries provide predictive insights and reference feedback that is actionable. Plus, you can compare insights across candidates which means you can already start to zoom in faster on the information that helps decision-making.



You are now armed with more information about your candidate than you did after the whole of your old hiring journey.

— Step 3: The Interview



Before the hiring manager ever gets into a room with your candidate, they can review a detailed summary of how their colleagues and managers rated them on specific, job-relevant skills.

Think about it. With the new insight you've gleaned, you're able to:

- Filter out the noise to identify the most relevant and useful candidate information
- Highlight key insights for you or your hiring managers to consider
- Compare the reference feedback across candidates, giving you a better picture of strengths or weaknesses to explore further



And with a new view of your candidate, you can **transform your interview process** by providing a behavioral interview guide to your hiring manager.

Empower your hiring managers to ask candidates **real questions** that solicit real information.

With data presented from references about a candidate's past performance, you can recommend questions to ask that drill down on **key behaviors** hiring managers will want to explore.

Questions that might target specific interpersonal skills, or a candidate's **ethics and integrity**.

Questions that are **more relevant, more nuanced, and more informative**, giving your hiring manager the information they need to make better, more objective hiring decisions.

— Step 4: The Assessment



We talked about how personality tests and other assessments provide one dimension: the candidate's internal views. But now the candidate's self-evaluation reveals something you've never seen before: how they rate themselves compared to how their colleagues and managers assessed their past performance.

It's a new perspective that sheds light on key attributes of success or failure.



It's a unique insight
into their self-image
you'd never have
gotten before.

Maybe you're evaluating an extroverted candidate who thinks the world of himself. Now you have feedback from others on how the candidate performed in the past in a role where confidence, being outwardly oriented, and highly competent in handling customers is critical.

Or, a more introverted candidate might be a little harder on himself in a self-evaluation, but former peers and supervisors indicates that he encourages the best work of his fellow team members. It helps you dig a little deeper into the insight that helps you find the hidden gem that may be hiding under the surface.

It's making better use of the resources you're already paying for.



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Step 5:
The Enlightened
Hiring Decision



When your hiring journey is packed with reliable, detailed, job-specific information about the candidate, you're more enlightened every step of the way.

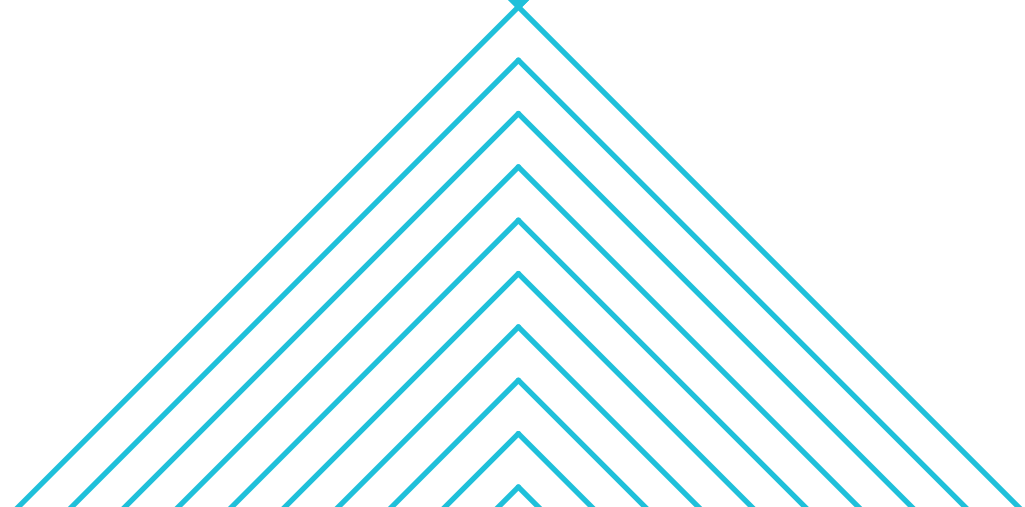
Which means you're more empowered to find the best candidate for the job.



And you actually
save time and money
getting there.

They improve every
single step in your
hiring journey.

Screening is more efficient.
Interviews are more revealing.
Assessments are more useful.
And background checks are used
the way they should be: as a tool
to mitigate risk.





You save time,
money and effort
while finding consistently
stronger candidates, who
perform better and stay longer.
And we have the
tool to help,
just ask.



So if you're tired of guessing how your next hire is going to turn out, you've probably wanted to change things for some time now.



And if you work with the right partner, your new hiring journey will start with a new kind of reference check.

We've helped organizations reach references for nearly 2 million job candidates, so our solution is based on the biggest database of its kind.



Our studies have shown we've helped organizations reduce first-year turnover for cause an average 35%.

Start doing reference checking the right way.

If you worked with us, you could be leveraging insightful data about your candidates.

Visit our website to get a detailed look at a SkillSurvey Reference Report.



www.skillsurvey.com

EBK-011 - New Hiring Journey - Expanded eBook Edition

EBK-011-06-14-17

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